

United Nations Development Programme
Country: FYR Macedonia
Project Document

UNDAF Outcome(s): Models and practices adopted for transparent and accountable provision of decentralized public services established.

Expected Country Programme Outcome(s): A strategic national vision for local human development and good governance at national and local level in place.

Expected Country Programme Action Plan Output(s): MDG and Sustainable Human Development -based analytical instruments for monitoring socioeconomic trends at disaggregated level and national capacity to use them established/ Target: Measurable progress towards achievement of MDGs and EU accession process.

Project Title: **Strengthening evidence-based policy processes**
(short title "People-centred Analyses Report Series")

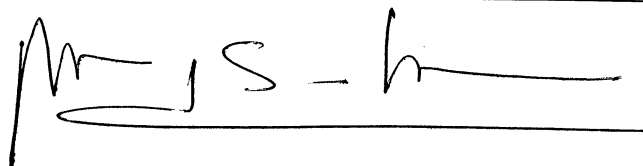
Project Period: 2008-2009

Summary

The project "Strengthening evidence-based policy processes" will provide policy analysts, decision makers and the public at large with an effective analytical policy tool that would continue analysing people's perceptions on key variables that affect their lives, while based on it exploring and suggesting possible policy options that are responsive to citizens' aspirations and concerns, and support the country's general development and its advance towards EU membership. The report will systematically address issues related to social cohesion, quality of governance and ethnic cohesion, while deepening its focus on a specific theme of particular importance – reflective of the country's actual development and policy priorities.

To achieve this objective, the "People-centred Analyses" report series will continue monitoring people's perceptions through regular surveys, but will complement this with additional sources of data, including statistical indicators, and will apply more in-depth, policy-oriented analysis that will simultaneously look at facts and perceptions to identify the correlations and recommend effective policy actions.

Agreed by (UNDP):



I. SITUATION ANALYSIS

1.1. The development problem

The Former Yugoslav Republic of Macedonia started its transition process under very difficult circumstances after gaining its independence in September 1991. On one hand, macroeconomic conditions inherited from the former state were extremely unfavourable: negative GDP growth rates, a high inflation rate, a high unemployment rate and relatively high domestic and foreign debt. On the other hand, immediately following the independence, the country was confronted with problems relating to the international recognition of its entity, arising from the dispute over the country's name. Various external shocks have plagued the country almost throughout the transition period - the UN embargo against the former Republic of Yugoslavia from the spring of 1992 to fall of 1995, the Greek embargo from February 1994 to September 1995, the Kosovo refugee crisis in 1999 and the six-month internal conflict in 2001. Despite unfavourable initial conditions, the country however implemented important reforms in the key segments of the economic system. Reforms pertaining to price stability, price liberalization, foreign trade liberalization, and small privatization have been accomplished successfully. The Former Yugoslav Republic of Macedonia has also created a functioning government that provides its citizens with vital services, and stable democratic institutions. Partly as a result of these achievements, the European Union (EU) now sees Macedonia as a potential future member, granting it the EU candidate status in December 2005.

Somewhat slower have been the privatisation of large companies, banking sector reforms, and deregulation / de-monopolization of certain key sectors (energy, telecoms). The country has been less successful than some of its regional neighbours at attracting large-scale foreign investment. As a result, notwithstanding the relatively successful macro-economic stabilization, the country faces persistently high unemployment, as well as risks of growing poverty, inequality and social exclusion. Hence, further structural and institutional reforms must play a key role in accelerating economic growth and creating new jobs.

The 2001 internal conflict in the country ended with signing of the Ohrid Framework Agreement (OFA), which aims to foster inter-ethnic cooperation and relations. While there is general recognition that the country has made important progress towards the development of a stable and diverse State, the path towards the construction of a multi-ethnic society is long and has barely started. Recent public survey carried out by UNDP¹ also indicate progress in terms of consolidation of democracy with significant improvements in public perceptions of personal safety and a very gradual but steady growth in trust and convergence of views across ethnic communities. However, the unresolved final status of Kosovo continues to influence the country's development prospects.

The new government has since taking office in 2006 concentrated on advancing the pending economic and social reform agenda, among others introducing fiscal reforms (including the replacement of progressive income tax with a flat rate), and improving the business climate. Significant reforms (deregulation of key sectors, labour market reforms) however are still needed to unlock the country's full development potential and meet the high expectations of its citizenry.

1.2. Background – Previous experience with EWS and reasons for its transformation

The UNDP Country Office (CO) has been publishing Early Warning Reports (EWRs) on a regular basis from 2000 to 2007. The opinion surveys carried out throughout this period have accumulated a wealth of data on citizens' perceptions, which allows the identification and analysis of trends over several years. Based on this data, the EWRs have brought citizens' opinions and concerns to the forefront of national policy debates. The database of opinion surveys is a significant asset that the EWR brought about, one that is unique in the country context. The EWRs have attracted significant public attention and generated debates.

¹ <http://www.undp.org.mk/datacenter/files//files07/EWR0607ENG.pdf>

Notwithstanding the significant achievements of the EWR, there is a need to revisit and update the concept of the EWRs and re-brand them as a more sophisticated policy instrument that better responds to the country's current situation. In particular, the following aspects prompted the revision:

- the country has stabilized compared to the years 2000-2001 (when the current EWR was initiated), which makes the "Early Warning" title, concept and approach less suitable, and even potentially misleading by suggesting an impending crisis;
- the data on which the analysis of the EWRs is built is almost exclusively perception data;
- trends monitored (mostly in terms of perceptions) have become rather stable, there are only minor variations and hence not much to analyze – or warn about – from one EWR issue to the other;
- significant increase of the priority given to social and economic issues, as evidenced by surveys, at the expense of basic political / institutional stability, on personal security issues, which were the traditional focus of EWRs; if stability is to be jeopardized, threats are more likely to originate in socio-economic aspects, such as the gap between citizens' expectations and their actual living standards through the transition period;
- the due analysis appears often to consist merely in a description of data, not in-depth elaboration; this results in lack of analytical focus, and conclusions often based on judgment of the authors;
- lack of a systematic quality assurance system, related both to the analysis and the surveys at times affects the quality of the reports;
- sub-optimal management of the process, over-reliance on UNDP/programme inputs and ad-hoc rather than standardized procedures, with a risk of negative impact on the quality of the output.

As part of the revision initiated by the CO, a mission from UNDP's Bratislava Regional Centre visited the country in late May 2007, and held consultations with various stakeholders, including representatives of government and other state institutions, civil society, think-tanks and research institutes, international organizations and bilateral embassies, as well as the experts involved in the production of EWRs. This project document reflects the options of the CO after considering the findings and recommendations of the mission.

II. STRATEGY

2.1. Project Objectives

The project aims at contributing to more effective policy-making in the country by providing inputs and professional in-depth analyses and forward-looking policy options based on regular monitoring of citizen's perceptions of key social, economic, governance and inter-ethnic developments, of issues that affect their lives.

As a secondary objective, the project aims at creating a space for professional, non-partisan, balanced, pragmatic and constructive independent policy research and capacities in the country, with a view to enhance the inclusiveness and depth of policy making and thus, the quality of governance and ultimately people's lives.

The output of the project will consist in the People-centred Analyses Report series, contributing to enhance and inclusive national policy analysis and input for policy making. This will support the outcome-level result pursued under UNDP's Country Programme for 2005-2009 - A strategic national vision for local human development and good governance at national and local level in place.

2.2. Beneficiaries

The primary beneficiaries of the People-centred Analyses Report series will be the broader public and the decision makers at central and local levels. The Reports' regular monitoring, trend analysis, and policy recommendations will offer professional policy analysis as an additional reference and input for their policymaking, in particular for advancing the country's long-term development and its progress towards EU membership.

International and regional organizations, donors, both within and outside the country, will also benefit from the reports, as they will have access to firsthand information and analysis on the country's development situation, key policy priorities, and citizens' perceptions. Thus, the reports will support their own strategies and plans for better targeted interventions and enhanced impact.

Civil society organizations will also benefit from the possibility to participate in national policy debate through the venue offered by the Reports.

Ultimately, the people will benefit from better informed, evidence-based policies that positively impact on their living standards.

2.3. Partnerships

In the process of enhancing the old EWR with new data, indicators and policy focus, intensive cooperation with a wide range of partners will be of essence. Such partners may include:

- A key government counterpart, providing orientation with regard to national policy priorities and areas of concern, and helping to mainstream the relevant recommendations produced by the Reports into the relevant policy processes.
- The State Statistical Office providing relevant socioeconomic and vital/demographic data at national and sub-national levels of desegregation for the socio-economic component.
- Institutes, universities, entrusted with production of report and contributing with data, expertise and insights, either in the production of the Reports, or in an external advisory role.
- International organizations contributing to the analysis and data, drawing on their fields of interest, expertise and analytical and research work.
- Media, for effective dissemination of key findings and policy recommendations in the Reports, thus contributing to engage civil society and the general public more actively in policy dialogue.

2.4. The Report Series

2.4.1. General Approach

The Reports are intended to contribute to enhancing inclusive policy dialogue in the country, on issues identified as priorities by the government and the citizens. For this purpose, the Reports should:

- Generate the **data** necessary for in-depth analysis of important development priorities for the country. Without losing the people's perception dimension (through regular surveys) the perception data will be complemented to the extent possible with additional data on socio-economic aspects of the country's development, collected from different sources. A set of core indicators will be developed and regularly collected, and will be complemented with topic related indicators (satellite indicators), depending on the specific focus/topic of each issue;
- Based on the perceptions and the data, **produce evidence-based analyses** that are highly relevant in policy terms and reflect both people's perceptions and dynamics of key socioeconomic indicators. In recognition of country's development stage, the report will explore the topics of social cohesion, quality of governance and ethnic cohesion. In addition, within these thematic areas, each report will deeper focus on specific issue of particular importance – fully reflective of the country's actual development and policy priorities;
- Propose different options to address particular development challenges encouraging the actors involved to apply **cost-benefit analysis** in the process of selecting particular solutions. The findings of the analysis will thus serve as input for policymaking and use by different stakeholders – the Government, civil society, international community.

2.4.2. Structure

The *People-centred Analyses* reports will be structured according to the **issues** outlined below:

- *Social cohesion* – will monitor socio-economic discrepancies and analyse their root causes, recommending policy options to strengthen social cohesion. Issues to be considered include, but are not limited at:

- Incomes and expenditures, utilities, households' indebtedness
- Employment, unemployment
- Inequality (with particular attention to disadvantaged and vulnerable groups)
- Access to and affordability of basic social services: health, education.
- *Quality of Governance* – will look at the state's capacity to deliver the public goods that a modern European state is expected to deliver, through responsive governance institutions that meet citizens' needs and expectations. In addition, social capital and trust of different actors will be analysed under this section. The section will cover topics such as:
 - Delivery of administrative services
 - Regulatory environment, policy development
 - Performance/responsiveness of institutions
 - Government openness, civil society engagement
 - Transparency, accountability, integrity in government
 - Social capital and trust of different actors.
- *Ethnic cohesion* – will remain a key focus in the reports. Although there currently is significantly less potential for violent conflict as compared to years 2000-2001, the ethnic aspect is bound to remain a key element at the background of the country's policy agenda. This section will look in particular at the impact of different policies in terms of ethnic relations, and will strive to recommend policy options that can advance critical reforms without creating unnecessary inter-ethnic strain. Basic indicators of inter-ethnic relations to be monitored include:
 - Perception of 'otherness'
 - Intensity of interactions

In addition to the regularly monitored indicators, **each report will have a more specific topical focus under each of the main thematic areas.** The selected topic(s) will be analyzed in-depth on the basis of both the relevant survey data, as well as of information and statistics collected during the months preceding the survey.

Within the areas outlined above, the analysis will be centred around the impact of policies – or of other contextual factors – on the people (in particular on vulnerable groups), in terms of their quality of life. Thus, a people-centred analysis will take among others the following approaches:

- identify the main constraints / barriers to economic growth, wealth and job creation (e.g. perpetuation of monopolies in key sectors – telecoms, banking, utilities, air transport) and propose effective ways to eliminate those bottlenecks;
- highlight the inequities of the social security system (some groups are neglected, others benefit disproportionately) and propose measures to ensure better targeting of social assistance;
- look at the side effects of different policies (e.g. social assistance, territorial/administrative reform, infrastructure / public investment) with regard to social cohesion and inter-ethnic cohabitation, and propose feasible measures to mitigate negative consequences (like increasing social disparities, ethnic tensions);
- assess the social impact likelihood of social acceptance of key policies and issues, and based on that make recommendations as to their sequencing, pacing and fine-tuning of social and economic;
- refer to the EU policies and frameworks when analysing the quality and effectiveness of policies discussed;
- include in the analysis the outside influences (e.g. from regional context), which can have a considerable impact on the internal situation;

- in addition to quantitative analysis, also use qualitative analysis and investigation techniques (e.g. focus groups, case studies, discourse analysis).

2.4.3. Data Collection

The new reports will continue monitoring people's perceptions through regular surveys, but will complement perception data with additional sources of data.

The questionnaire for the perception segment will be split into a 'core set of indicators' (repeated from survey to survey to monitor trends) and 'topic related indicators' (or "satellite indicators", designed to provide additional information on the specific topic being addressed in each issue of the report. The purpose is to generate less data, but of higher quality and possible to be analyzed (utilized). The data collection will have a dual approach and will be split into two separate surveys:

- Representative survey among the population that would reflect the status and challenges. It would reveal the status of people's incomes, expenditures, health and educational status, challenges, cases of corruption etc.
- Survey among the local administrations in municipalities covered by the representative survey. It will provide information on the issues as seen from the side of service providers and their comparison will give additional information for analysis.

The draft Representative Samples Questionnaire and the Data Matrix are attached as **Annex 2** and **Annex 3**. The perceptions survey data will be collected through opinion polls to be commissioned by UNDP. The surveys will be conducted to secure adequate representation of the members of different ethnic communities, proportional to the make up of the country's population. Boosters will be used when satellite questions aim to capture the opinions of the members of the smaller ethnic communities.

The perception data will be supplemented by a core of "hard data" on socio economic aspects of further development and stability from relevant national authorities and institutions. Central in this regard would be information from the National Statistical Office based on the results of its Labour Force Survey (LFS) and Household Budget Survey (HBS) with an additional component commissioned by UNDP. Other sources such as fiscal revenues (Ministry of Finance) or social insurance contributions (Public Revenues Office) could be extremely important for a more comprehensive picture. Initial list of location and periodicities of the data is provided in **Annex 4**.

2.4.5. Variety of data sources and sets of monitoring indicators

Using variety of data sources as source of indicators inputs and analytical findings can be huge advantage for the report but also requires particular attention to the appropriate interpretation and contextualization. For example, the surveys will reflect the perceptions on specific period of time, whilst the hard data may be covering different periods. However since no strict statistical correlations will be sought, such comparisons can (and should) be used for outlining the overall context of the variables analyzed. The same applies to the surveys of local actors – they will provide data on similar topics (employment, access to different services, business environment etc.) but the nature of information will be not directly comparable and will serve as additional angle added to the analysis of the individual topics.

An approach based on using variety of data sources will give the opportunity to address the multidimensionality of the phenomena of people's life and opportunities. For example, "hard statistics" may show increase of GDP but survey data may show increasing threat of poverty. In such cases the analytical teams will go in-depth to investigate the possible reasons for the discrepancy because the observance of a discrepancy (and not at the percentage difference between different sets of data) bears the important information. This approach is based on the assumption that there is no "one single correct data set"; it assumes that each data set reflects different aspects of a complex reality, which requires going beyond the figure into the specific context. This is exactly one of the strong aspects of the future reports.

In the process of the methodology finalization with the national teams and piloting of its instruments, detailed methodological guidelines to be applied in each stage of the process will be elaborated.

Information from other international actors present will also be considered as available. To this may be mentioned the possibility of other institutions contributing via their networks of local monitors/employees to the reports as regards the economic and financial development (relevant ministries, the

national bank and the World Bank), security, human rights and community relations (UNHCR, IOM, PROXIMA, OSCE, OHCHR and local organizations), migration and human trafficking (IOM), performance of the public administration (the Ombudsperson), political parties, media and the judicial system (media at central and local level) etc.

Based on the data, a set of indicators will be regularly computed and monitored. The set of indicators will follow the structure of the report. Most of the indicators will be standardized in order to provide basis for monthly comparisons with national-level indicators and trend projections as well as with similar monitoring tools used at international level (**Annex 5**). At the first phase of the process of the project implementation the set of indicators will be piloted together with the data collection instruments and the list of indicators, the data necessary for their computation and the possible data sources will be amended.

When selecting the indicators to be monitored, particular focus should be given so that the indicators would be informative on the continued development and stability of the country. At the same time, focus will be on indicators that actually display or are likely to display variations over time.

2.4.6. Frequency and Production Cycle

The experience with the EWRs indicates that a biannual frequency would ensure the best trade-off between the requirements of an enhanced production cycle and quality control on the one hand, and the likely policy impact on the other hand. Thus, the typical *biannual production cycle* of the reports is re-designed in order to ensure:

- a stronger quality control (compared to the EWRs), by introducing early consultations and multiple feedback iterations in defining the topical focus for each issue and the main coordinates of the analysis;
- that policy-oriented analysis and data collection reinforce each other.

The envisaged calendar for the publication of the reports is February-September (with the first one in January/February 2008), so as to ensure better synchronization with the country's political and policy cycles and maximize the potential influence of the reports in national policy debates.

The suggested outline of the production cycle (assuming biannual frequency, with a 26-week cycle) is the following:

- Weeks 1-2: Initial brainstorming by the Responsible Party (involving the expert team) results in a list of possible topics for in-depth analysis.
- Week 4: List of potential topics under each area is submitted to UNDP / Advisory Group, including key point(s) to be made, preliminary assessment of additional (than the regularly collected) data needed and where/how it can be found/produced (half-page per proposed topic: main argument in 2-3 short phrases, types of data needed, sources and gaps). There should be at least 2-3 proposals of topical papers under each of the three thematic areas (Social, Governance, Ethnic) and elaboration of inter-linkages and relationships between different sections.
- Week 5: Meeting of Institute(s) with UNDP and Advisory Group results in recommendation of one topical piece per thematic area. The Editorial Board is informed on the recommendation and decides on the topics for each thematic area.
- Week 8: The Responsible Party submits to UNDP more detailed outline for selected topical pieces (outline of the argument; clear identification of external data sources and intended use – including whether readily available or requiring special action; proposed composition of the expert team; proposed interview questions for the survey to be added as part of the survey's variable part, explaining intended use). UNDP and Editorial Board comment/agree on the proposed outlines and composition of the expert team.
- Week 10: The Responsible Party finalizes survey (with polling agency) and procured needed data from external sources (which is shared with the Institute as soon as available).
- Weeks 10-15: The Responsible Party (involving expert team) carries additional research, analyzes available data, prepares the context analysis while waiting for the survey data.
- Weeks 14-15: Survey completed, results shared with the Responsible Party (expert team).

- Week 19: The Responsible Party (involving expert team) produces analytical pieces and submits them to UNDP, and the Editorial Board.
- Weeks 20-24: (Translations), Review and agreement by Editorial Board, finalization of analytical pieces, preparation for publication.
- Weeks 25-26: Designing, printing, launching.

Once the reports are produced, launching event and dissemination will be organized to promote their policy messages, ensure public visibility, stimulate debate on the reports. UNDP with substantive backstopping by the Responsible Party will drive the promotion, dissemination and outreach strategy.

2.4.7. Quality Control

In addition to the project management and oversight structure, and with a view to strengthen the quality control mechanisms, as well as the coherence and professional integrity of the production of the reports, the following **entities and key roles** will be established:

a) The Responsible Party, a capable think-tank, **will be leading the report production**. Its engagement will be based on the existence of interdisciplinary research centers, its extensive networks and ability to mobilize on a needs-basis specialized expertise to complement in-house capacities, in function of the in-depth focus of each issue. This will be confirmed with the capacity assessment of the Responsible Party undertaken for the purposes of identifying existence of such capacities and competencies. Thus, the Responsible Party will provide an integrated output generated through teamwork and inter-disciplinary approach of the experts team, rather than a collection of individual contributions of the team members. Detailed Terms of Reference is provided in **Annex 6**.

Towards enhanced cooperation between institutions from different parts of the country, their intellectual exchanges and promotion of inter-ethnic dialogues, a second institutional partner will be considered, preferably one of the university-based institutes. Its selection will be based on a common assessment of the capacity gaps to be filled, detailed definition of its desired profile and with a consideration of the cooperative relationships and capacities. The arrangements with the Institute will be fully detailed, ensuring that there is a clear division of responsibilities within the production cycle (with one having the leading role), and well working relationships among the two institutions is established, not undermined by professional or other considerations.

b) **Expert team** – is the group of professionals/analysts who will be **engaged and organized by the Responsible Party** - the integrator of the reports and UNDP's main partner in their production. They will draft the reports and will work under the institutional umbrella of the Responsible Party. In contrast with the previous arrangement under the EWR, where the integration of contributions from various experts was the task of UNDP, under the new report series the team aspect is emphasized and will be the main responsibility of the Responsible Party. The Responsible Party will ensure that rather than a collection of individual contributions, the analysts, working effectively as a team, will deliver a coherent, unified output, with different sections of the report being consistent with each other. The ideal profile of the experts is: respected and recognized experts in the area, with policy expertise (applied research, not just academic background), highly motivated and professional, independent and non-biased politically, team player, accept constructive criticism, not excessively risk-averse. The composition of the experts will be subject to UNDP and Editorial Board endorsement.

c) **Polling Agency** - will be responsible for timely development of a representative sample to be surveyed, collection of perception data via opinion polls as well as storing the data and transferring them to UNDP, and the Responsible Party upon completion. In addition, the agency shall collaborate actively with the Responsible Party and UNDP regarding the changes in the questionnaire design and the discussion on the results of the completed surveys. A standard process evaluation will be undertaken during the agency's engagement towards quality control of data collection and to assess to what extent the agency is following the procedures agreed in the TOR, the methodology, quality assurance, etc. This will include the sampling procedures as well as the reports from the field supervisors regarding the field-work.

d) **Editorial Board** – **performs the quality control of the report**, mainly deciding on the topics and composition of expert teams, reviewing and editing the reports to improve consistency of the analysis and arguments presented, ensure balanced reflection of different perspectives and minimize the politically partisan bias, check the clarity and concision of language, as well as the clarity and feasibility of

policy recommendations being put forward. It consists of relevant UNDP staff (Programme Officer, CO management), plus outside experts that UNDP may wish to recruit on a needs basis for this specific purpose (depending on the in-depth focus of each report). They will be well reputed on the topics and will not be involved within the expert team. International advisers might also be invited to take part of the Editorial Board (with possibility of having some of the policy advisers from the UNDP Bratislava Regional Center). In addition, an expert with statistical background will be a member of the Editorial Board. Detailed Terms of Reference is provided in **Annex 7**.

e) **Advisory Group** – a **consultative body to the Editorial Board**, including key stakeholders of the reports (main clients among government, civil society and international community – one, maximum two from each category). The Advisory Group will recommend the in-depth topical focus of the reports, based on options outlined by the Responsible Party. Its role is to ensure that the Reports' focus is consistently aligned with the country's development and policy priorities, thus helping to enhance the Reports' relevance and impact.

2.5. Copyright, dissemination and promoting dialogue and further research

The reports, its publications and related research materials will be open to all interested researchers, analysts, and institutions. Reproduction of the reports would be allowed if requested and given that the source is adequately referred to.

The reports should be widely disseminated through different channels and in different formats, hard-copies and e-copies.

The Responsible Party should facilitate the dissemination to interested researchers and encourage further research and contributions to the regular research and data analysis. Public events and audience-targeted events will be organized to disseminate the report series, promote the discussion on the research findings and engage researchers and analysts in contributing to future research. Promotional, debate and press events should be fully informed to and coordinated with UNDP.

The Responsible Party will take over the maintenance of the database of both the old EWR and the People-centre Analyses series. The database is also open for access to all upon requests or in promoting joint research. In promoting policy research, it would be considered to have the database available on the website or in electronic format of convenience for sharing and dissemination.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <p><i>Outcome 1.1.</i> A strategic national vision for local human development and good governance at national and local level in place.</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p><i>Indicators:</i> Number of strategic documents that reflect the principles of sustainable human development concept. <i>Baseline:</i> Lack of overarching National Development Programme/Strategy which would integrate and promote the concept of sustainable human development. <i>Target:</i> Measurable progress towards achievement of MDGs and EU accession process</p> <p>Applicable MYFF Service Line: MDG Country reporting and poverty monitoring</p> <p>Partnership Strategy: The Ministry of Labour and Social Policy will be the main government counterpart, participating in the Project Board and facilitating outreach and the Reports' recommendations. The Responsible Party and the other university-based Institutes will be engaged as Responsible Parties for coordinating the expert team that will produce the Reports. Other institutes, universities, independent experts will be used in an advisory capacity, or co-opted as in the Editorial Board as expert reviewers according to needs. A broad range of stakeholders from public institutions, civil society, international organizations will be part of the Advisory Group, to ensure that the analytical focus of the Reports reflects the country's actual development priorities and the national policy agenda.</p> <p>Project title and ID (ATLAS Award ID): Strengthening evidence-based policy processes (short title: People-centred Analysis Report Series). Project No. 00034913</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>People-centred Analyses Report series contributes to enhance inclusive national policy making.</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Analytical tools to identify and assess variables that affect people's lives and social inclusion are not yet available. - Analysis and policy options on social cohesion, quality of governance and ethnic cohesion are not yet available for decision makers. - The production process is not yet lead by national institutions. 	<ol style="list-style-type: none"> 1. National partnerships established and strengthened. (2007) 2. Two high-quality Reports produced and published yearly, starting with 2008 	<p>Bi-annual People-centred Analysis Reports produced as effective analytical policy tool - reflective of country's priorities and used by key policy and decision makers</p> <p>Respective Actions:</p> <ol style="list-style-type: none"> 1.1. Engagement of Responsible Party (selected lead institution and other University based Institute) 1.2. Contracting of polling agency 1.3. Establishment of Advisory Group and Editorial Board 2.1. Preparation of the reports on a bi-annual basis, as per the production cycle outlined in the narrative (2.4.6) 	<p>UNDP</p> <p>Responsible Party/partner institutes, UNDP</p>	<ul style="list-style-type: none"> - Cooperation agreement with Responsible Party and Institute - Contract for professional services with polling agency - Meeting facilities (for Advisory Group) - National expert (as

<p>Indicators:</p> <ul style="list-style-type: none"> - Data and analytical tools are produced and made available. - Analyses, policy dialogue and recommendations are available to the decision makers. - National institution(s) coordinates and responsible for the production of the report series. 	<p>3. The Reports have a demonstrable impact in national policy processes throughout the project's lifetime (2008 – 2009)</p>	<p>2.2. Translation 2.3. Publication</p> <p>3.1. Launching, dissemination and outreach activities organized as follow-up to reports, with policy makers and experts 3.2. Public and media events</p>	<p>UNDP, Responsible Party/partner institutes, National experts, and MLSP/Ministries,</p>	<p>independent expert reviewer for Editorial Board)</p> <ul style="list-style-type: none"> - Procurement of statistical data as needed - Specialized translators (EN, MK, AB) - Printing - Travel - Conference facilities <ul style="list-style-type: none"> - Launching events (conference facilities, part-time media advisor) - Communications (reports' dissemination) - Conference facilities - Media advisor (part time)
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IV. ANNUAL WORK PLAN SHEET

Year: 2008

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY
		Q1	Q2	Q3	Q4	
<p>Output 1: People-centred Analyses Reports are produced in partnership with national institutions, contributing to enhance inclusive national policy making.</p> <p>Baseline: Production processes and partnership strategy is not yet agreed upon.</p> <p>Indicators: Cooperation agreement is signed; the report is produced in partnership with national institution(s).</p> <p>Targets: National institution is engaged; two reports are published and promote the policy debates.</p> <p>Related CP outcome: UNDAF Outcome 1.1. A strategic national vision for local human development and good governance at national and local level in place.</p>	<p>1. National partnerships established and strengthened</p> <ul style="list-style-type: none"> - Engagement of Responsible Party, - Contracting of polling agency, - Establishment of Advisory Group and Editorial Board <p>2. Two high-quality Reports produced in 2008</p> <ul style="list-style-type: none"> - Preparation of the reports, - Translation, - Publication <p>3. The Reports have a demonstrable impact in national policy processes</p> <ul style="list-style-type: none"> - Launching, - Dissemination and outreach activities, - Public and media events. 	X				UNDP
		X	X	X	X	UNDP, RESPONSIBLE PARTY
			X		X	UNDP, RESPONSIBLE PARTY

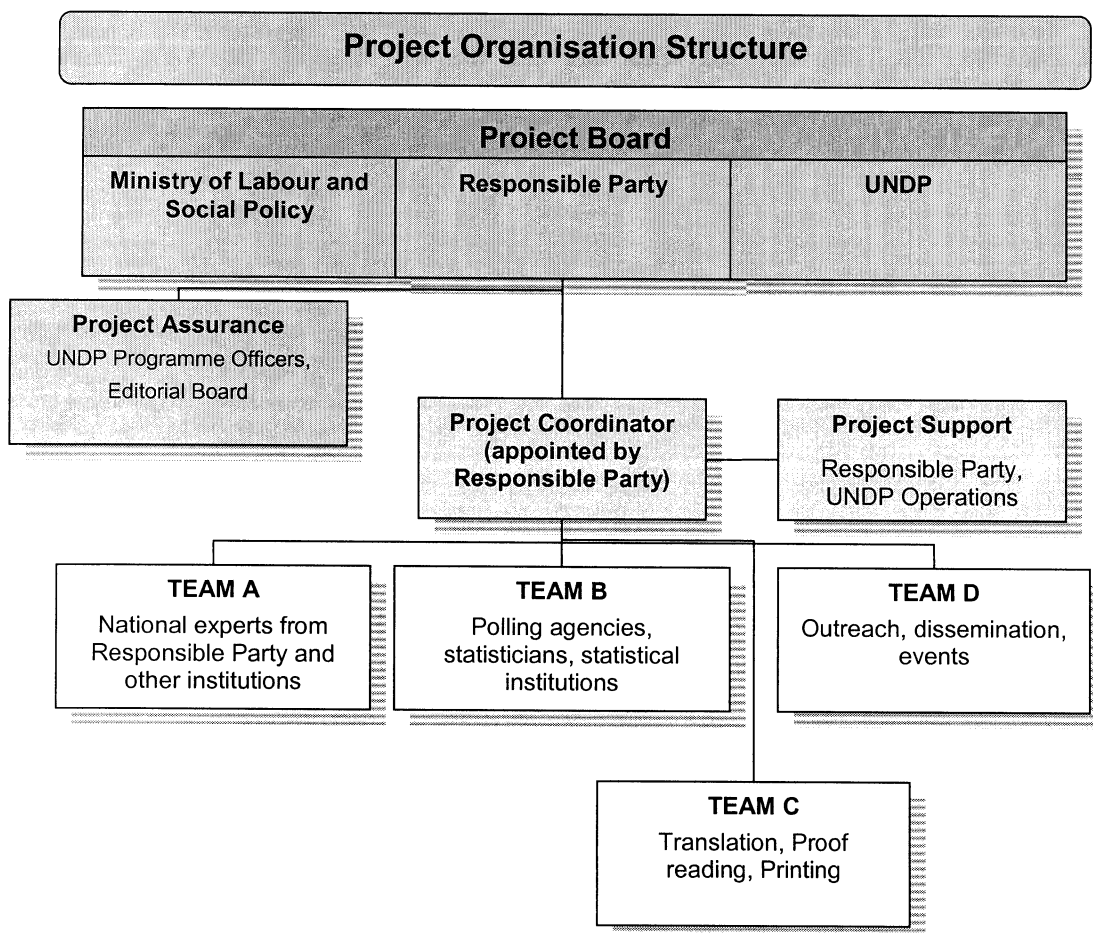
Year: 2009

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY
		Q1	Q2	Q3	Q4	
<p>Output 1: People-centred Analyses Reports are produced in partnership with national institutions, contributing to enhance inclusive national policy making.</p> <p>Baseline: Analytical tools and data available to researchers and decision makers.</p> <p>Indicators: The report is produced in partnership with national institution(s); policy research and debates are facilitated.</p> <p>Targets: Two reports are published; forum for policy debates supported.</p> <p>Related CP outcome: UNDAF Outcome 1.1. A strategic national vision for local human development and good governance at national and local level in place.</p>	<p>1. National partnerships strengthened</p> <ul style="list-style-type: none"> - Maintain relationships with other research/ statistics institutions, ministries. <p>2. Two high-quality Reports produced in 2009</p> <ul style="list-style-type: none"> - Preparation of the reports, - Translation, - Publication 	X				RESPONSIBLE PARTY
	<p>3. The Reports have a demonstrable impact in national policy processes</p> <ul style="list-style-type: none"> - Launching, - Dissemination and outreach activities, - Public and media events. 		X	X	X	UNDP, RESPONSIBLE PARTY

V. MANAGEMENT ARRANGEMENTS

The Project Board will oversee and monitor project activities. For this purpose, the Project team will periodically report on the project's progress, including the work of the Responsible Parties and Contractors. The project's progress will be monitored and measured against performance indicators as set out in the Project Results Framework, Project Work Plan and Communication and Monitoring Plan, which will be developed during the inception phase of the project. Information on the project's progress will be updated regularly and made available through the project's web site.

The Project Coordinator will be requested to prepare regular progress reports and project implementation plans, including cash flow. In addition, detailed annual project reports and the final report will be prepared in consultation with UNDP. The project will be subject to external reviews. The final project results, experiences and lessons learnt would be compiled into the project final report.



VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
 - A Quarterly Progress Reports (QPR) shall be submitted by the Project Coordinator to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- 1 a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
 - 2 a Monitoring Schedule Plan shall be activated and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

UNDP managed funds will be also the subject to annual audit by a certified auditor engaged by UNDP through competitive and transparent process.

A formal evaluation of the project is not involved at this stage, however the project will be covered under the outcome evaluation planned for the outcome: *A strategic national vision for local human development and good governance at national and local level in place* (Country Programme Document 2005-2009).

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria.

OUTPUT 1: People-centred Analyses Reports are produced in partnership with national institutions, contributing to enhance inclusive national policy making.		
Activity Result 1 (Atlas Activity ID)	<i>Strengthening national partnerships</i>	Start Date: Jan 2008 End Date: Dec 2009
Purpose	Partnership with national institution(s) established and maintained	
Description	The project will establish cooperation with the Responsible Party as the responsible party, while engaging other partners in the quality assurance and implementation processes.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Partnership is established on the basis of signed cooperation agreement.	Official documents.	Dec 2009
Involvement of partners as nominated representatives appointed to the Advisory Board and Editorial Board.	Project reports and retained documents.	Dec 2009

OUTPUT 1: People-centred Analyses Reports are produced in partnership with national institutions, contributing to enhance inclusive national policy making.		
Activity Result 2 (Atlas Activity ID)	<i>Production of the reports</i>	Start Date: Jan 2008 End Date: Dec 2009
Purpose	Biannual quality reports are produced by teams of national experts coordinated by the Responsible Party applying the quality assurance mechanism.	
Description	The Responsible Party mobilizes teams of professional experts and coordinates the drafting and reviewing process for the finalization of the reports.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
The draft reports undergo peer reviews and obtain approval from the Editorial Board.	Project reports, minutes of the Editorial Board meetings, and the publications.	Dec 2009
Two reports are timely produced and published.	Project reports and the publications.	Dec 2009

OUTPUT 1: People-centred Analyses Reports are produced in partnership with national institutions, contributing to enhance inclusive national policy making.		
Activity Result 3 (Atlas Activity ID)	<i>Contribution to national policy processes</i>	Start Date: Jan 2008 End Date: Dec 2009
Purpose	The project produces demonstrable impacts in the national policy processes.	
Description	Outreach and dissemination activities follow up the production of the report to facilitate further	

policy researches and policy debates.		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Participation of decision makers, researchers, media, and public in policy debates and discussion.	Project reports	Dec 2009
Copies of the publication and data are distributed to interested researchers and relevant institutions.	Project reports	Dec 2009